

A background image showing a close-up of a hand holding a metal mechanical part. A semi-transparent globe is overlaid on the right side of the image.

SWISS
FOUNDATION
FOR TECHNICAL
COOPERATION

We create opportunities

We are a leading organisation for the implementation of international development projects. We promote inclusive economic, social and ecological development to make an effective contribution towards sustainable and widespread prosperity in developing and emerging economies.

A. BACKGROUND

Senior Expert Contact (SEC) in Guatemala is an initiative jointly conceived by Swisscontact with Argidius Foundation¹ to provide specific business development services (BDS) to small and growing businesses (SGBs) in Guatemala. The BDS provided by SEC consist of tailor-made, one-on-one consulting services delivered by senior experts. SEC experts help SMEs overcome commercial and structural constraints.

SEC accepts requests from Guatemalan SMEs and makes a selection of SMEs qualifying for SEC's support services. Successful requests are matched to suitable senior expert consultants for personalized consultancies with a duration of several weeks. The consultants are part of a network (pool) of volunteers, mainly retired, senior experts, with international (Swiss), regional (El Salvador) and local (Guatemalan) backgrounds. SEC clients typically cannot afford to contract external quality business and/or technical expertise at market price.

¹ This project is financed by Argidius Foundation, among other donors. As part of the Swisscontact Development Programme, it is co-financed by SDC (Swiss Agency for Development and Cooperation, Federal Department of Foreign Affairs FDFA)

SEC Guatemala's vision is to transfer the model of Senior Expert Consulting Services to a local institutional owner.

The project duration is 2019 – 2023.

B. OBJECTIVE

The objective of the assignment is to provide organizational development support and strategic advisory services to the project in the spirit of Argidius' SCALE methodology and toolkit² in the following areas:

- Design and validation of a Sustainable Business Model for the future partner organization (future owner), incl. product definition and potential pricing scheme for clients. The Business Model should aim at
 - maximising the cost-benefit relationship of placements while being self-sustaining to a large degree
 - show clearly the expected social return on investment (S-ROI).
- Documentation of internal processes (e.g. expert and client selection, quality management), including editing of a Handbook
- Design the knowledge transfer process to the future local partner organization which needs to be completed by 2023

C. DESIGNATION AND OTHER PROVISIONS:

- The consultant's official designation will be Senior Advisor.
- Physical presence in Guatemala City is desired but can partly be replaced by remote work. Working hours and meetings are according to Central America Time Zone.

D. KEY ACTIVITIES

I. Tasks of the Senior Advisor:

- Engage in an iterative coaching process with the Swisscontact SEC GTM team
- Discuss findings of regional backstopper (separate internal consultancy)
- Challenge the status quo of the current model of delivery of 1:1 consultancy assignments (placements – mixed scheme international, regional, local senior experts), from a partner and customer perspective.
- Support the team to identify and document all internal and external processes relevant for quality placements and in their absence, draw up all required process descriptions. The processes are to ensure the quality of SEC's services before and after the transition to the local partner. Therefore, the process descriptions should reflect mutually acceptable minimum standards that both Swisscontact and the Partner organization will adhere to.
- Accompany the team in the process of engaging with the future local partner institution (candidate). Take note of and take on board any motivation, idea and considerations the candidate may have to incorporate SEC into his existing business model.

² <https://www.argidius.com/en/learning/learning-placeholder-i5947-how-to-fulfill-the-potential-of-business-development-services-using-scale/>

- Propose at least one possible sustainable (commercially viable) business model for the local partner and calculate a rough, preliminary Business Plan including a potential pricing scheme and a preliminary Break-Even-Point calculation (BEP). In case the proposed business model is not viable in itself, a clear idea of the expected S-ROI and the need for third-party subsidies will have to be indicated (maybe internal cross-subsidies, etc.). The potential source of the potentially necessary subsidies must be indicated in the Business Plan. The source may not be Swisscontact nor Argidius Foundation.

II. Role of Swisscontact (SEC)

- Provide required project documents and strategy elaborated so far
- Provide relevant contacts to internal and external stakeholders
- Reserve time windows in which the consultant can work with the team

E. DURATION OF THE CONTRACT

Working days: 35

Time frame: 1 December 2021 – 30 June 2022 (extension possible)

Phases:

1. Taking stock (Dec. 2021)
2. Design and editing phase (Jan.-March 2022)
3. Validation Phase (March-June 2022)

F. DELIVERABLES

- Business Model and detailed calculations, pricing schemes, BEP calculation etc. as outlined above, taking into account Argidius' SCALE methodology and toolkit as well as best practices (benchmarks) from the BDS community
- Validation feedback report from local partners
- Internal Process Handbook
- Design of the Knowledge Transfer Process to the local institution, including:
 - Familiarization and Training Plan
 - Iterative coaching process (for partner institution)
 - Quality management process
- Bi-weekly short report of coaching process with the Swisscontact team delivered to the SEC GTM Project Manager in Zurich for discussion with regional backstopper (2x monthly 1.5 hours)

G. REQUIRED DOCUMENTS

All bidding consultants are required to submit the following:

- 4 or 5-page proposal outlining the understanding of the mission and the consultant's proposed approach, including a statement on how the consultant envisages to take on board Argidius' SCALE methodology

- A detailed and updated CV of the consultant and, if applicable, an institutional CV (if the consultant belongs to an institution)
- A summary of relevant services provided, and milestones achieved during the past 3 years; highlighting liaison with relevant stakeholders in Guatemala and Central America
- A list of the existing/previous clients
- Indicate preference of contract issued in Switzerland or Guatemala (respecting the local legal regulations and taxation issues).
- Budget

H. SELECTION CRITERIA

Item	Criterion	Points
1	Relevant academic and professional background, including process mapping, design of handbooks, business calculations	20
2	Relevant skills, knowledge, linkages, and work experience with small and growing businesses (SGBs) in Latin America. Any previous experience with Business Development Services for SGBs is an asset.	20
3	Experience in setting up new organizations including designing and implementing business plans.	20
4	Experience of working with Swisscontact or other development agencies in the area of Entrepreneurship promotion	20
5	Proven track record of leadership, facilitation in inter-institutional cooperation and multi-stakeholder context.	20
	Fluency in English and Spanish (written/spoken)	MUST
Total		100

I. SUBMISSION DETAILS

Interested consultant should submit the above- mentioned documents by midnight on 7 November 2021

Bidders should send their (institutional and staff) CV and the required documents to: kolja.leiser@swisscontact.org

Potential candidates should indicate whether they are also bidding for the second consultancy published under the title “Terms of Reference (ToR) for a consultant to prepare and pilot a detailed exploration and selection strategy for Small and Growing Businesses in Guatemala for SEC GTM”

A. QUESTIONS

Questions can be submitted to kolja.leiser@swisscontact.org by Wednesday 3 November 2021 noon time Switzerland.